

RESEARCH ARTICLE

Path analysis of hospitality workplace dignity, organisational commitment, and intent to quit in hotel industry: The mediating role of organisational commitment

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Abstract: Purpose: To determine the structural relationship between hospitality workplace dignity, organisational commitment, and intent to quit, and further to evaluate the mediating effect of organisational commitment on hospitality workplace dignity and intent to quit special in the Hotel Industry. **Design/methodology/approach:** The study is quantitative in nature with empirical evidence associated with it. A total of 250 employees working in luxury hotels in Jaipur are considered for the study. Data is collected from the respondents based on quota and convenience sampling and is analysed using Structural Equation Modelling. **Findings:** The results from the exploratory factor analysis conducted extracted four factors namely—recognition at workplace (RW), barriers to workplace dignity (BWPD), organisational commitment (OC) and intention to quit (INQ). Both the structural and measurement models generate a good fit and significant association between RW and INQ; while the influence of BWPD on INQ is not significant and OC fully mediates the relationship. OC partially mediates the relationship between RW and INQ. The analysis is conducted in two stages. The first stage enquires the mediating relationship of OC on the relationship between RW and INQ; the second stage corresponds to measuring the mediating effect of BPWD and INQ. The path from BWPD to OC and OC to INQ is seen to be statistically significant. This states that the variable of OC does have a fully mediating role among these two variables. **Originality:** The study attempts to find the influence of workplace dignity on intention to quit amongst employees in a highly acclaimed tourist destination in a developing nation while measuring the mediating role of organisational commitment.

Keywords: organisational commitment; workplace dignity; intent to quit; hospitality industry; human resource management; employee turnover; work satisfaction

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1. Introduction

Hospitality sector is one of the most developing and economically contributing sectors across the

globe. The hospitality sector even in a developing country like India contributes a substantial portion in terms of employment. According to Lock^[1], a total of 13.13 million in the United States of America work in the hospitality and leisure industry. However, Davidson *et al.*^[2] rightly mentioned that the only responsibility of HR managers in an organisation is not to recruit and train employees, but it also includes retaining them in order to increase the performance of the organisation^[3]. The efficiency of an employee does increase with their level of attachment towards the organisation and hence measures must be undertaken to expand the avenues of growth in these areas.

The employment conditions in the hospitality sector have certain unique characteristics of their own. The sector is a service based one and often requires the employees to deal with intangible aspects in workplace^[4]. Hospitality sector demands its employees to have some number of skills in order to function in the landscape. Moreover, it is quite an intensive job with low pay^[5], therefore, it sets crucial responsibilities on the part of the HR managers in the hospitality sector to retain their employees. Through this paper, an attempt has been made to determine the role of one of the most influential factors at workplace, i.e., dignity and its effect in measuring an employee's intention to quit. Organisational commitment is a factor that can be evidently seen to influence an employee's performance and motivation to stay in an organisation^[6,7]. The role of organisational commitment in this paper has been attempted to be observed as a mediating variable. The mediating effect of organisational commitment in managing the relationship between workplace dignity and intention to quit would be an interesting angle.

2. Literature review

2.1. Workplace dignity

There are several aspects of workplace dignity being discussed in the past literature^[8], suggesting that workplace dignity is not just a prime concept in management but also engulfs several other broad perspectives. The paradigm of workplace dignity discusses the presence of organisations for the purpose of survival and dignity^[9,10]. It also covers the problem of rising debates amongst shareholders and stakeholders about the rise in profit gaps^[11,12]. The concept of dignity goes long back to the past when the most appropriate definition of the term can be one's intrinsic worth^[13]. The same concept if extended to the workplace can be considered as workplace dignity and wraps up all concerns occurring in the workplace.

The jobs in a hotel involve characteristics that are not there in case of any other sector^[8] mentioned the role played by the housekeeping staff in a hotel is often referred to by various individuals as dirty. This involves having a demeaning relationship with the guests where they require to clean for them^[14], but it is found that these employees often try to cope with their workplace conditions with the formulation of positive identities for themselves by restructuring the social views of their respective job. It has been stated that the violation of the rights of workers in the hospitality industry is quite frequent mostly the ones where there is a proper violation of dignity^[15]. The violation of workplace dignity is often in the form of verbal abuse, aggression and sexual harassment to name a few^[16]. These workplace dignity violations often lead to questioning about an employee's job satisfaction and eventually lead to one's intention to quit. Thus, incorporating the variable of workplace dignity in measuring intention to quit amongst employees in the hospitality sector becomes utmost essential. The first hypothesis formulated for the study is:

H₀₁: There is no significant impact of workplace dignity on the intention to quit amongst employees in the hospitality sector.

2.2. Mediating role of organisational commitment

Mowday *et al.*^[17] stated that it is nothing but the relative strength associated with their own identity when involved with a definite organisation. The impact of organisational commitment of employees on the well-being of the organisation has been discussed in many instances by several researchers^[6]. Having a committed workforce helps in increasing the performance parameters of an organisation along with a competitive and more productive environment at the workplace^[18]. Aptly stated the results mentioning the significant impact lay down by organisational commitment on the ability to retain employees in an organisation^[19]. While there are several factors identified that eventually lead to the attainment of organisational commitment amongst employees, one of them is related to the amount of support one receives in the workplace^[11]. Hence, to observe the role of organisational commitment as a mediator in the relationship between workplace dignity and intention to quit, here is the second proposed hypothesis:

H₀₂: There is no mediating effect of organisational commitment on the relationship between workplace dignity and intention to quit.

The demographics of the employees in a hospitality workplace environment can often lead to interesting insights. Datta and Singh^[20] found a difference in the treatment at hotel among male and female employees. There lies an indication towards the unbalanced nature of workplace conditions based on gender.

H₀₃: There exists no difference in the factors of workplace dignity, organisational commitment and intention to quit amongst employees in the hospitality sector based on gender.

The working conditions or the organisational climate existing amongst employees at various job positions in a hotel are often diverse in nature. The perspective of employees at the entry, managerial and superior levels in a hotel is found to be quite different^[21].

H₀₄: There exists no difference in the factors of workplace dignity, organisational commitment and intention to quit amongst employees in the hospitality sector based on the different positions held at workplace.

Another noticeable difference observed by researchers with respect to workplace differences is in terms of the department of work^[21]. It is natural to encounter differences in perspective of workplace parameters especially when the natures of jobs are so diverse, for example, between the housekeeping staff and that of the one in the engineering department.

H₀₅: There exists no difference in the factors of workplace dignity, organisational commitment and intention to quit among employees in the hospitality sector based on their respective departments of work.

The research design formulated for the study thus corresponds to the following framework as shown in **Figure 1**.

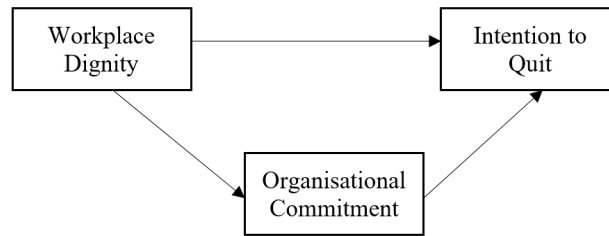


Figure 1. Research design.

3. Research methodology

3.1. Research design: Descriptive research (quantitative research)

The data was collected by the following techniques for the research:

- Personal interviews: Personal interviews with Human Resource Managers and Employees of Hotels were conducted to understand and explore the workplace dignity in the hospitality industry and its influence on the organisation commitment and intention to quit. We have also discussed the workplace culture to take care of psychological satisfaction of employees.
- Questionnaire: A 7 Likert scale questionnaire were forwarded and relevant questions was drafted and handed over to the sample to obtain responses from the hotel employees.

3.2. Measuring instrument

The instrument used for measuring the required parameters in the study is a structured questionnaire^[9].

The questionnaire items are modified and constructed according to the understanding of the respondents. The questionnaire upon being prepared is reviewed by both academicians in the field and HR practitioners in the real world. A total of 31 items measuring the three broad aspects of workplace dignity, organisational commitment and intention to quit is finally included in the instrument along with certain relevant demographic variables. The scale is then pilot tested with 30 respondents and an acceptable reliability measure is achieved. Thus, after such scrutiny the questionnaire is approved for the final data collection procedure.

3.3. Sampling techniques

- Sample frame: The participants for the survey are selected amongst a population corresponding to hotel employees in the 4 and 5 Star categories in one of the most popular tourist destinations in India-Jaipur. The hotels considered for primary data collection involve only the ones falling under the luxury category (4-Star and 5-Star Hotels).
- Sample design: The appropriate sampling process for collecting the responses is non-probability sampling by convenience sampling and quota sampling. The convenience of the hotel guests is a prime lookout in such a situation and hence quota sampling for selecting the hotels from the list and convenience sampling to approach each respondent is used within Jaipur.
- Sample size: As structural equation modelling is aimed to be used for the study, it is found in the literature that a sample size of a minimum of 200 is desired for this particular method^[22].

The number of responses successfully collected is 272; however, after discarding the incomplete and incompetent responses, a total of 250 has been finalised for proceeding with the analyses.

Along with the tools mentioned above, relevant secondary data for the research was also collected from relevant journals, books and Internet.

3.4. Limitations of the study

- This study is solely based on information provided by sample hotel employees and management.
- The study is being done in the present, and the respondents' attitudes, perceptions, and expectations may change with time.
- The convenience sampling method is used in study which may have its own limitations like Bias in sampling; external validity is limited and occurrence of unknown errors.

4. Results

The primary data collected for the purpose of conducting the research is analysed using Statistical Package for Social Sciences (SPSS) and RStudio, which is used to do data analysis and make predictions on data to frame a conclusion for the study.

4.1. Description of respondents

The data gathered can be analysed quite effectively by categorising them on the basis of their demographic characteristics. Often demographic representation of the samples generates interesting insights into a topic and helps researchers understand better. A total of 250 respondents are approached for collecting responses and the ratio of male to female respondents has been aimed to follow the workplace composition^[23]. The data suggests that around 23% of the workplace population is dominated by female employees. Here, the composition of male participants is 66.8% while female employees cover the remaining 33.2%. The age group of participants is dominated by the below 25 years age bracket. This reveals the composition of hotel employees as young talents and hence 63.2% belong to the entry level job positions. A detailed demographic composition is represented in **Table 1**.

4.2. Data processing

The final data collection process involves a total of 400 questionnaires; however, before going for the final data collection, a pilot survey had been initiated by the researcher in the same population. A total of 100 questionnaires had been distributed to 4- and 5-Star hotel employees in Jaipur. The responses gathered have been analysed using Cronbach's alpha to measure reliability of the items. The values generated are shown in **Table 2**.

As all three scales show values of more than 0.70, the scale can be considered acceptable for the final data collection process.

A total of 31 items are presented in the questionnaire amongst the participants to gather data for

Table 1. Demographic composition of participants

Demographic variable		Frequency	Percentage
Gender	Male	167	66.8%
	Female	83	33.2%
Age group	Below 25 years	158	63.2%
	25–35 years	76	30.4%
	Above 35 years	16	6.4%
Job position	Frontline	144	57.3%
	Supervisor	79	31.6%
	Managerial	27	10.8%
Star category	4 Star	137	54.8%
	5 Star	113	45.2%
Work experience in the hotel	Less than 5 years	220	88%
	5–10 years	27	10.8%
	More than 10 years	3	1.2%
Department	Accounts	32	12.8%
	Administration	9	3.6%
	Engineering	3	1.2%
	F&B services	41	16.4%
	Food production	39	15.6%
	Front office	45	18.0%
	Housekeeping	41	16.4%
	Human resource	22	8.8%
	IT	2	0.8%
	Operations	5	2.0%
	Sales and marketing	11	4.4%

Table 2. Cronbach’s alpha for reliability of the items

Name of instrument	No. of items	Cronbach’s alpha	Comment
Workplace dignity	18	0.735	Reliable
Organizational commitment	12	0.751	Reliable
Intent to quit	3	0.738	Reliable
Total	33	0.710	Reliable

three major variables—workplace dignity, organisational commitment and intent to quit. The items with a reverse code are recoded to gain a serial order. The reliability of the 31 items considered generated a Cronbach’s alpha value of 0.945. As the value is above the acceptable level of 0.7, the items of the questionnaire indicate internal consistency^[12].

The data analysis process here comprises three stages. The first one involves conducting exploratory factor analysis (EFA) to extract the factors from the 31 items questionnaire followed by a confirmatory factor analysis (CFA) to validate these items with respect to the data structure through a measurement model.

In the second stage, structural equation modelling (SEM) would be initiated to determine the variance and covariance explained by the variables. In this study, we are using SEM in place of multiple regressions because multiple regressions are only restricted to examining the single relation amongst the factors and SEM can estimate many or multiple interrelated dependence relationships at the same time. The mediating role of OC would be analysed in this process as well.

Table 3. Summary of the questionnaire items

Variables	Items	Mean	Std. deviation	
Workplace dignity	WPD 1	People at work communicate with me respectfully	4.09	2.10
	WPD 2	I feel respected when I interact with people at work	4.13	2.25
	WPD 3	I am treated with respect at work	4.22	2.23
	WPD 4	At work I have the chance to develop my skills	4.11	1.91
	WPD 5	People at work recognize my abilities	4.27	1.97
	WPD 6	People show that they appreciate my work efforts	4.15	2.28
	WPD 7	At work, people talk to me like an equal, even if they are of higher position	3.90	2.09
	WPD 8	I feel just as valued as others in the organization	4.00	2.19
	WPD 9	At work, I am valued as a human being	4.25	2.44
	WPD 10	People at work treat me like a person, not just as a worker	4.16	2.28
	WPD 11	My workplace is a source of dignity for me	4.10	2.28
	WPD 12	I am treated with dignity at work	4.14	2.14
	WPD 13	I have dignity at work	4.37	2.13
	WPD 14	People at work treat me like a second-class citizen*	4.63	1.69
	WPD 15	I am treated less valuable than objects or pieces of equipment*	3.73	1.63
	WPD 16	My dignity suffers at work*	4.03	1.90
	WPD 17	I am treated in disrespecting ways at work*	4.15	1.82
Organizational commitment	OC 18	I am willing to put more efforts in my job for the success of the hotel	3.64	1.69
	OC 19	Talk to my friends about this hotel, as a great place to work	3.62	1.87
	OC 20	My loyalty for this hotel is less because I do not feel valued at workplace	4.92	1.68
	OC 21	I would accept any type of job assignments here in order to work for this hotel	4.00	1.45
	OC 22	I find that my values and the organization's values are very similar	4.08	1.83
	OC 23	I am proud to tell others that I am part of this hotel	4.21	2.10
	OC 24	I could just as well be working for a different hotel as long as the type of work is similar	5.13	0.895
	OC 25	This hotel really inspires the best in me, in the way of job performance	4.34	1.28
	OC 26	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees*	4.80	1.28
	OC 27	I really care about the fate of this hotel	4.80	1.81
Intent to quit	OC 28	For me, hospitality profession is the best profession to work	3.58	1.46
	INQ 29	I often think about quitting the hotel profession	4.42	1.47
	INQ 30	I am actively looking for a change of profession in another field	4.98	0.98
	INQ 31	I will probably look to switch to another profession by next year	4.13	1.39

* indicates the items reverse coded.

In the third stage, a demographic association test using *t*-tests and ANOVA with the considered variables would be conducted and interpreted.

An overall summary of the 31 items in the questionnaire is presented in **Table 3**.

4.3. Exploratory factor analysis

The exploratory factor analysis involves an important part of arriving at the ultimate structural

model. This stage helps in extracting relevant factors from the items considered in the data collection procedure. EFA helps in determining the existing interrelationship among factors and converting them into relevant factors^[24]. The analysis involves generating the sample appropriateness values using Kaiser-Meyer-Olkin's (KMO) test followed by the Bartlett's test of sphericity. The two tests altogether analyse the sampling adequacy and term the data structure appropriate for conducting further analyses. Here, the KMO test generated an overall value of 0.910 and the Bartlett's test has a *p*-value of less than 0.05. Therefore, according to the assumptions laid down by Tabachnick and Fidell^[12], the sample is indeed adequate for the purpose of the research.

The factor extraction method using EFA gives options for a couple of methods. In this case, the method used is principal axis factoring (PAF) as it is one of the most widely used and effective methods of factor extraction. Further, the rotation method implemented in the process includes the orthogonal rotation method of varimax. One of the main reasons for using this particular rotation method is its ability to maximise the factor loadings through the sum of variances. The results of EFA after implementing the PAF and varimax rotation are given in **Tables 4** and **5**.

Tables 4 and **5** show the factors extracted from the 31 items. For workplace dignity, a total of 17 items can be categorised into two variables based on their eigenvalues. The first factor is therefore termed recognition at work (RW) and the second one is barriers to workplace dignity (BWPD) based on the characteristics of the items. According to Hair *et al.*^[24], above the sample size of 200 factor loadings more than 0.4 can be considered. For the first 17 variables, the items do correspond to the required factor loading range. In case of the remaining 14 items corresponding to OC and INQ, it is seen that three items are extracted. However, the factor loadings for two items, i.e., OC 20, OC 26

Table 4. Extraction of factors summary for workplace dignity

Factor loadings	Factor		
	1	2	Uniqueness
WPD 1	0.953		0.0884
WPD 2	0.968		0.0621
WPD 3	0.974		0.0499
WPD 4	0.880		0.2063
WPD 5	0.916		0.1531
WPD 6	0.958		0.0806
WPD 7	0.919		0.1450
WPD 8	0.932		0.1188
WPD 9	0.931		0.1235
WPD 10	0.944		0.1080
WPD 11	0.934		0.1271
WPD 12	0.937		0.1219
WPD 13	0.866		0.2351
WPD 14		0.633	0.5828
WPD15		0.947	0.0975
WPD16		0.850	0.2103
WPD17		0.569	0.4415

Note: "Principal axis factoring" extraction method was used in combination with a "varimax" rotation.

Table 5. Extraction of factors summary for organisational commitment and intention to quit

Factor loadings	Factor		Uniqueness
	1	2	
OC 18	0.833		0.170
OC 19	0.785		0.346
OC 20	0.351		0.840
OC 21	0.494		0.755
OC 22	0.907		0.148
OC 23	0.838		0.297
OC 24	0.708		0.493
OC 25	0.806		0.349
OC 26	0.309		0.411
OC 27	0.613		0.590
OC 28	0.399		0.756
INQ 29		0.927	0.141
INQ 30		0.477	0.772
INQ 31		0.430	0.815

Note: "Principal axis factoring" extraction method was used in combination with a "varimax" rotation.

and OC 28 are below 0.4. Based on the acceptance criteria laid down for the study, the two items would not be considered for the factor of organisational commitment. Concluding the EFA, it can be summarised that from the 31 items, four factors are extracted with eigenvalues more than one and they explain 62.4% of the total variance.

4.4. Confirmatory factor analysis

As evident from the above section, conducting EFA facilitated the extraction of relevant factors from the 31 items in the questionnaire. These factors would now be analysed with the data structure in hand to determine its model fit. It is a method that allows researchers to confirm the fitness of the data structure with the factors in hand. An important part of CFA process is examining the reliability and validity of the factors. The reliability measure is done through an acceptable Cronbach's alpha and values validity is confirmed using the Average Variance Extracted (AVE). The acceptable value for Cronbach's alpha is above 0.7, while AVE must be more than 0.4^[25]. The values for the factors are given in **Table 6**.

The respective values for validity and reliability show acceptable range and hence, the next step comprises of constructing the measurement model for the factors.

The measurement model generated from the considered factors is represented in **Figure 2**.

The Maximum Likelihood method employed to conduct the confirmatory factor analysis showed that all paths from the considered items are significant to their respective factors. The model fit

Table 6. Reliability and validity

Factors	Cronbach's alpha	AVE
Recognition at workplace	0.989	0.541
Barriers in workplace dignity	0.838	0.589
Organisational commitment	0.884	0.483
Intent to quit	0.712	0.423

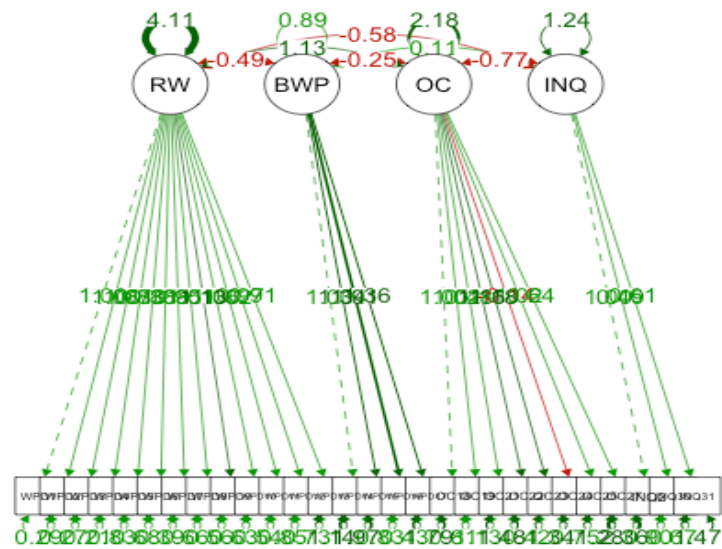


Figure 2. Measurement model.

measures are assured through parameters such as Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error Approximation (RMSEA), and Root Mean Square values. According to Hair *et al.*^[24], CFI and TLI values of above 0.9 indicate a good model fit along with RMSEA values of less than 0.06 and RMR values of less than 0.05. The model here generates the values of CFI, TLI, RMSEA and RMR as 0.941, 0.904, 0.053 and 0.032, respectively. This shows the significant model fit among the variables and the data structure. Thus, in the next stage, the structural model is created using SEM.

4.5. Structural equation modelling

The objective of the research is to determine the relationship existing between an employee's intentions to quit in a hospitality sector and the workplace dignity through the mediating role of organisational commitment. In the first step, path analysis is conducted to determine the direct effect of the two factors corresponding to workplace dignity, i.e., recognition at workplace and barriers in workplace dignity with that of intention to quit. The structural model and the estimates generated from it are showing in **Figure 3**.

The model here is used to determine the relationship existing among the two extracted variables of recognition at work and barriers in workplace dignity with the intention to quit among employees. The relationships between the dependent variable of intention to quit and the two independent variables are found to be statistically significant, i.e., a *p*-value of less than 0.05 is detected. The estimated parameters generated are showing in **Table 7**.

The estimates generated by the two endogenous variables and the variance of the exogenous variable show that recognition at work does significantly load on intention to quit but in a negative aspect. Barriers at workplace on the contrary do not significantly load on the intention to quit. Moreover, the model fit indices show a CFI and TLI value of 0.943 and 0.919. The RMSEA and RMR correspond to acceptable range of 0.514 and 0.32, thus representing a fit structural model.

The model above shows the impact of the two variables on the intention to quit; however, it would be interesting to see the mediating role of organisational commitment in these relationships.

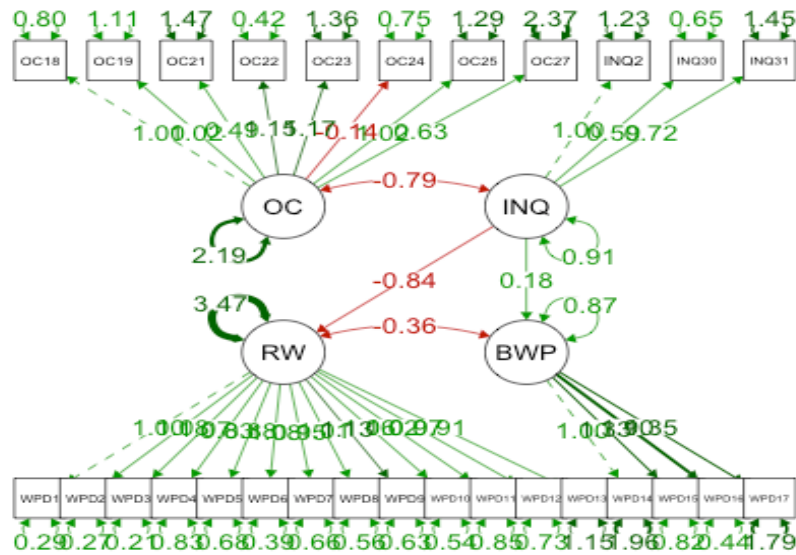


Figure 3. Structural model.

Table 7. Estimates of the path analysis

Regressions	Estimate	Std. Err.	z-value	p (> z)
Recognition at work—intention to quit	-0.750	0.185	-4.053	0.000
Barriers to workplace dignity—intention to quit	0.180	0.085	2.110	0.055

4.6. Mediation analysis

The role of organisational commitment has been considered that of a mediator in determining the relationship between the two endogenous variables with the intention to quit. The analysis is conducted in two stages. The first stage enquires the mediating relationship of OC on the relationship between RW and INQ; the second stage corresponds to measuring the mediating effect of BPWD and INQ. The results generated from the analysis are presented in Tables 8 and 9.

The parameter estimates for the first factor shows that both direct and indirect effects are significant with almost equivalent percentage of mediation. The path estimates further reveal that all the paths involved in the process have statistically significant relationships. The mediating effect of organisational commitment in the path of recognition at work and intention to quit can be thus mentioned as partial. While organisational commitment does mediate this path, there could be other possible factors impacting the relationship as well. Mediation estimates and path estimates are given

Table 8. Mediation estimates for recognition at workplace

Effect	Effect	SE	z	p	% Mediation
Indirect	-0.0497	0.0134	-3.72	<0.001	42.7
Direct	-0.0668	0.0293	-2.28	0.023	57.3
Total	-0.1165	0.0285	-4.09	<0.001	100

Table 9. Path estimates for recognition at workplace

Factors	Estimate	SE	z	p
Recognition at work—organisational commitment	0.2243	0.0364	6.17	<0.001
Organisational commitment—intention to quit	-0.2216	0.0475	-4.66	<0.001
Recognition at work—intention to quit	-0.0668	0.0293	-2.28	0.023

Table 10. Mediation estimates for barriers in workplace dignity

Effect	Estimate	SE	<i>z</i>	<i>p</i>	% Mediation
Indirect	-0.0514	0.0227	-2.266	0.023	76.2
Direct	0.0161	0.0575	0.279	0.780	23.8
Total	-0.0353	0.0605	-0.583	0.560	100

Table 11. Path estimates for barriers in workplace dignity

Factors	Estimate	SE	<i>z</i>	<i>p</i>
Barriers in workplace dignity—organisational commitment	0.1954	0.0794	2.461	0.014
Organisational commitment—intention to quit	-0.2629	0.0453	-5.807	<0.001
Barriers to workplace dignity—intention to quit	0.0161	0.0575	0.279	0.780

in **Tables 10** and **11**.

The results for the second factor, i.e., barriers to workplace dignity generate some interesting insights. The path from BWPD to OC and OC to INQ is seen to be statistically significant. However, the direct effect of BWPD and INQ is seen to have a *p*-value of less than 0.05. This states that the variable of organisational commitment does have a fully mediating role among these two variables. The inclusion of OC as a mediator helps in generating a statistically significant relationship between these two variables.

Lastly, the paper addresses the demographic relationships existing among the three major variables considered for the study.

4.7. Demographic relationships

A total of six demographic variables corresponding to the relevance of the respondents have been included namely gender, age, work experience in the present workplace, category of the hotel, department and the job position. The three variables acting as dependent variables are workplace dignity, organisational commitment and intent to quit. The analyses are accomplished using One-Way ANOVA and *t*-tests to observe the occurrence of any mean differences between the demographic categories.

T-tests are conducted with respect to the demographics gender and category of hotel and the One-Way ANOVA is performed for age, work experience in the present workplace, job position and the department. The results are summarised in **Tables 12** and **13**.

The results generated from the tests reveal that there are indeed some variables where significant mean differences can be found. As for gender, it is seen that for the two variables of workplace dignity and intent to quit, a significant mean difference exists due to a *p*-value of less than or equal to 0.50. It can be reported that there is a significant difference in the level of agreement between male and female employees working in a luxury hotel about the workplace dignity perceived and their intention to quit. For the mean difference among employees at various job positions, a significant difference in the mean with respect to their intention to quit is found. Considering workplace dignity, the mean scores for the employees based on the department can be stated. For the variable of organisational commitment, no significant mean differences are noticed.

Table 12. Summary of *t*-tests conducted

Dependent variable	Gender			Category of hotel		
	Statistic	df	<i>p</i>	Statistic	df	<i>p</i>
Workplace dignity	-3.99	247	<0.001	0.461	247	0.644
Intention to quit	-1.86	247	0.050	0.238	247	0.815
Organizational commitment	-1.45	247	0.060	-0.280	247	0.755

Table 13. Summary of One-Way ANOVA conducted

Dependent variable	Age		Job position		Work experience in the hotel		Department	
	χ^2	<i>p</i>	χ^2	<i>p</i>	χ^2	<i>p</i>	χ^2	<i>p</i>
Workplace dignity	1.86	0.392	0.308	0.856	3.592	0.166	26.56	0.003
Intention to quit	2.92	0.234	0.895	0.015	0.147	0.931	6.232	0.796
Organisational commitment	2.86	0.255	0.909	0.128	2.916	0.245	23.86	0.508

A pairwise post hoc analysis is conducted for further analyses revealing job position of an employee having significant mean score differences for their intention to quit among those in the entry level and the supervisory level along with managerial level with that of the supervisory level. For the respective departments of the employees, the workplace dignity among employees working in the administration of a luxury hotel while those assigned in the engineering department have a significantly different mean score. Food and beverage services are other departments that report different level of agreement about the workplace dignity when compared with the housekeeping employees. The details of the post hoc analyses conducted are shown in **Tables 14** and **15**.

5. Discussion

The study encompasses the condition of factors impacting an employee's intention to quit the hotel industry. A structured survey item consisting of 31 items modified and restructured from previous literature is created to measure the influencing factors. The study is initiated with an exploratory factor analysis with the PAF extraction method with the varimax orthogonal rotation. The analysis successfully extracted four factors from the 31 items considered. The factors representing the two aspects of workplace dignity include recognition at workplace and barriers to workplace dignity. The other two factors include organisational commitment and intention to quit. These four factors

Table 14. Pairwise comparisons—intention to quit

Job positions		W	<i>p</i>
Entry level	Managerial level	-1.56	0.540
Entry level	Supervisory level	3.56	0.030
Managerial level	Supervisory level	3.36	0.050

Table 15. Pairwise comparisons—workplace dignity

Departments		W	<i>p</i>
Admin	Engineering	-3.5306	0.007
F&B Services	Housekeeping	-3.8984	0.045

generated an eigenvalue of more than 1 and explained 62.4% variance. In the next stage, a confirmatory factor analysis is conducted to confirm the data structure with the factors. The CFA showed a good fit for the model; however, the construct of organisational commitment had only nine items out of eleven with significant paths. The measurement model generated reveals acceptable parameters to proceed into the structural model.

The structural model initially created showcased the relationship between the two exogenous variables extracted from EFA, i.e., recognition at workplace (RW) and barriers in workplace dignity (BWPD). The model generated indicated a good fit with the variance estimates from RW to INQ as statistically significant while the variable of BWPD did not load significantly at 95% confidence interval. The next step in the analysis involved examining the mediating role of organisational commitment in the entire process. The mediation analysis conducted revealed quite interesting insights. Firstly, in case of the significant relationship between recognition at workplace, INQ and OC do have a mediating role to play. The mediation caused by OC here is partial, i.e., the mediation is not only caused by this particular variable but there are other factors as well that mediate the relationship. In the second relationship, it is evidently established through the structural model that the influence of BWPD on INQ is not significant. However, when organisational commitment is introduced as a mediator here, it is seen that the paths from BWPD to OC and OC to INQ both are statistically significant at 0.05. This is thus conclusive that OC in case of the path from BWPD to INQ fully mediates the relationship.

5.1. Theoretical implications

The study addresses one of the most researched and important aspects in literature of HR, i.e., intention to quit. There are various novel factors emerging as a reason for an employee's intention to quit. The new lifestyle and working conditions have made this even wider. The study engulfs on interpreting the role of workplace dignity in an employee's intention to quit while determining the mediating role of organisational commitment. The 17 items corresponding to workplace dignity have significantly extracted two parameters representing two important parts of workplace dignity. The first represents recognition in workplace. The need for an employee to receive recognition at workplace serves as a motivating factor towards their job. The second one indicates the barriers existing in a workplace to achieve the desired dignity. These barriers can serve as important highlights in examining the entire process. Moreover, the mediating role of organisational behaviour in itself shows the importance. The mediating role of organisational behaviour revealed that although the barriers to achieving workplace dignity have no impact on his/her intention to quit, one's organisational commitment can significantly impact the relationship and turn it into a positive one.

Recognition at work on the other hand is seen to significantly impact intention to quit. The loading is negative which indicates that lower recognition at work can eventually lead up to one increase in the intention to quit. The model fit measures for the ones generated here are good and this represents its capability of being used in the future as well.

5.2. Practical implications

The important constructs highlighted in the study include recognition at workplace. The factor is seen to significantly contribute towards the intention to quit and must be well balanced in the workplace by HR managers. The due recognition for employees must be served through various meas-

ures such as accolades, rewards and mention amongst all other employees. The second important factor is organisational commitment and its ability to mediate both the exogenous variable on intention to quit. Organisational commitment amongst employees must be nurtured from time to time as it would ensure one's attachment and loyalty towards the organisation. Facilitating deserving recognition at workplace to reducing the barriers faced by the employees in achieving these workplace dignity parameters should help employers reduce the intention to quit among their employees.

Another important practical aspect for HR managers from the study to reduce intention to quit and enhance workplace dignity and organisational commitment is to pay an ample amount of focus on the demographic factors of the employees. There exist differences in the levels of workplace dignity agreements based on their respective department of work. This must be addressed with specific importance to each of the departments and their methods of operations. The concept and perspective of each of these two variables with respect to the employees of each department can help generate positive results.

Gender based understanding of workplace dignity is very important to be mentioned here. The requirements to suffice workplace dignity levels for male and female employees are seen to statistically vary. This needs attention from the HR practitioners at the hotel industry for amplified results. The intent to quit among various job positions in a hotel is significantly different. This points out the difference in the requirement of workplace attributes at various levels of job. It is important that HR managers understand the factors desired by their employees at various positions of their job and then work on reducing the intention to quit amongst the employees.

5.3. Limitations and suggestions for further studies

The study takes into account the population of hotel employees working in the luxury hotels specifically in the city of Jaipur in India. Due to limitation of sample characteristics, these findings might not adhere to other generalised settings. However, there are certain scopes that have arisen from the issues addressed in this study. Firstly, the effective mediating role of organisational commitment highlighted in this study must be further enquired about with respect to other industrial sectors rather than hospitality. The findings can be compared across sectors to see the similarities or differences existing in the effect of this variable. As organisational commitment is an important part of achieving the goals in an organisation's goal, detailed studies based on the effectiveness of the variable must be taken up in the future.

Author contributions

Conceptualization, AA and AD; methodology, AA and AD; software, AA; validation, AD; formal analysis, AA; investigation, AD; resources, AA; data curation, AD; writing—original draft preparation, AA; writing—review and editing, AA; visualization, AD; supervision, AD; project administration, AA and AD; funding acquisition, not applicable.

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Conflict of interest

The authors declare no conflict of interest.

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